TOURISM DESTINATION REGION BOUNDARY REVIEW

June 2000

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EXECUTIVE SUMMARY

A Tourism Destination Region (TDR) Boundary Review was undertaken in the spring 2000. The need for a boundary review was identified in the *Tourism Destination Region Review Report and Recommendations (November 12, 1999)*, which provided recommendations on how best to support regional marketing activities over the long-term. A Working Group, chaired by Ms. Marilyn Backman, a member of the Strategic Tourism Marketing Council, was established to conduct this review.

The TDR boundary review investigated realigning the boundaries between Alberta's North and Heartland, and Alberta's South and Heartland. The consultation process was mainly directed to tourism stakeholders who might be affected by a potential boundary change. The Alberta's North and Heartland boundary was of greater concern, generating a significant proportion of the input received. Although the input received was limited in terms of responses, it was offset by some respondents representing multiple interests and a broad range of stakeholders.

A number of factors were taken into consideration, such as the key factors from the Terms of Reference, tourism industry input, stability of the tourism industry and the purpose for TDR boundaries. It is the opinion of the Working Group that TDR boundaries provide an administrative and marketing framework to integrate and coordinate regional marketing initiatives. Boundaries should not influence how TDR funds are allocated or restrict cross marketing activities with any TDR or Destination Marketing Organization (DMO).

Major findings and recommendations from the TDR boundary review are presented below.

- The Whitecourt region prefers to remain in Alberta's Heartland.

- Swan Hills is not comfortable being in Alberta's North. However, a sufficient business case was not demonstrated to warrant a realignment.

- There is no consensus on changing the boundary within the Lac La Biche, Cold Lake, Bonnyville area. The Board of the Heart of the Lakeland DMO supports including the entire DMO region if boundary changes are considered. This could potentially affect the administrative resources of Alberta's North, would encompass several Statistics Canada Census Subdivisions, and create a market/geographic identification issue with having the Highway 16 corridor positioned as 'north'. Realigning the TDR boundary to conform to the Northern Alberta Development Council boundary would also split the DMO.

- There is strong support and consensus for realigning the Athabasca region with Alberta's North. There is product compatibility, similar image and markets with Alberta's North. Extending the boundary to include this area, which coincides with the Athabasca County No. 12 boundary, would not create economic or financial administrative stress on either TDR.

- There are anomalies with the current TDR boundary relative to Statistics Canada Census Subdivisions. The TDR boundary cuts through the Municipal District of Lesser Slave River No. 24 and the Athabasca County No. 12. Including all of the MD and County would bring the TDR boundary into alignment with the Census Subdivisions.

Recommendations

- The existing boundary between Alberta's North and Alberta's Heartland should be realigned to incorporate Athabasca County No. 12 and all of the MD of Lesser Slave River No. 124 to Alberta's North.

- Implementation of the recommended boundary change should commence April 1, 2001.

ALBERTA'S SOUTH AND HEARTLAND BOUNDARY

- There was interest in including the Three Hills, Trochu, Drumheller area and as far east as Hanna within Alberta's Heartland. However, a sufficient business case was not demonstrated to warrant a realignment.

- There was interest in establishing a smaller Alberta's South TDR. Moving the South Central portion of the TDR to Alberta's Heartland would create issues, such as potential funding concerns associated with administering a much larger geographic region, splitting the product and market focus of the Drumheller region, and encompassing several Statistics Canada Census Subdivisions. Respondents from the Drumheller region preferred to remain in Alberta's South.

Recommendation

- The existing boundary between Alberta's South and Alberta's Heartland should be maintained.

1.0 INTRODUCTION

A Tourism Destination Region (TDR) review was undertaken in 1999, as a component of the new framework for tourism marketing announced in August of 1998. The TDR review, chaired by Jocelyn Burgener, MLA Calgary Currie, provided recommendations on how best to support regional marketing activities over the long-term. An Advisory Committee, appointed by the Minister of Economic Development, worked with the Chair throughout the process.

Recommendations from the review focussed on a series of questions related to the future operations, boundaries, and funding provided by government in support of Alberta's Tourism Destination Regions. Concerns about TDR boundaries were raised during industry consultation, which was a significant component of the overall review process. Subsequently, changes to the boundaries for the Heartland, South and North TDRs were recommended through the consultation process, by the Advisory Committee and through additional written input from communities and tourism marketing organizations.

In February 2000, the government of Alberta accepted all recommendations within the *Tourism Destination Region Review Report and Recommendations (November 12, 1999)*. Priority was given to commencing a TDR boundary review to investigate realigning the boundaries between Alberta's North and Heartland, and Alberta's South and Heartland. A working group, chaired by Ms. Marilyn Backman, a member of the Strategic Tourism Marketing Council, was established in March 2000 to undertake the TDR Boundary Review (see Appendix 1 – Working Group Members).

2.0 TDR BOUNDARY REVIEW CONTEXT

2.1 1999 TDR Report and Recommendations

The 1999 TDR Report concluded that the six TDRs are an integral part of the overall tourism framework in Alberta (see Appendix 2 – Map of TDRs). The Report recommendations provide opportunity for establishing unified direction,

clearer lines of communication, stability, and funding commitments over the long-term for regional marketing activities. The TDR Boundary Review was conducted within the context of the 1999 Report recommendations. Recommendations that were of particular relevance to the Boundary Review included:

- Maintain six regions to provide stability within the industry and to allow for the successful implementation of the Strategic Tourism Marketing Plan.
- There should be freedom for operators, communities and related tourism marketing organizations to participate in cross-marketing initiatives within or outside the TDR, without being constrained by Destination Marketing Organization (DMO) membership affiliations.
- Maintain the current equal allocation of funding ($250,000 per TDR) through fiscal year 2000 – 2001.

Appendix 3 provides the response to the specific question (#2) that raised the issue of boundary changes within the 1999 TDR review.

2.2 Terms of Reference

A Terms of Reference for the TDR Boundary Review was proposed in the 1999 TDR Report. Key factors to be considered included:

- Geographic size and positioning
- Similarity in scope of products
- Market image and product compatibility
- Community and economic liaisons
- Financial implications of revenue derived from memberships at the Destination Marketing Organization level within the TDR
- Census Division boundaries.

The Working Group confirmed that these factors were relevant to the boundary review.

2.3 Establishment of TDRs

To a significant number of people, there is no clear and common understanding of the purpose for establishing boundaries and tourism regions. This has created mixed messages and perceptions over the years. Many perceive that relationships exist to varying degrees, between boundaries and:

- TDR membership,
- funding,
- marketing, and
- administrative functions.

The current TDRs were established by the Alberta Tourism Partnership (ATP) in 1995/96, during a period when government was seeking new ways of doing business. The ATP, an industry led corporation, entered into a contract with the government to deliver tourism marketing services for the province. Six TDRs were proposed – Alberta's South, North, Heartland, Rockies, Edmonton and area, and Calgary and area. The ATP was to determine the boundaries of the TDRs. These regions replaced the former tourist zone system (14 zones) administered through the Tourism Industry Association of Alberta (TIAALTA). A zone feasibility study (1993) found that changes in the existing tourism system were needed to improve integration and coordination within the tourism industry.

TDRs were to be based upon sufficient tourism product, theming potential and numbers of operators to make them viable as a marketing region over the long-term. They were intended to form the core of the tourism system in Alberta, be the coordinating marketing bodies for the industry and act as the focus for leveraging industry marketing dollars. TDR organizations were to be autonomous – created and structured on the unique needs of the industry within each region. Marketing participation was to be 'barrier free'; i.e. any industry member would be able to access marketing programs from their specific region, as well as from programs operated by other regions and province-wide, with no membership or geographic requirements. TDR marketing plans were to integrate the marketing needs of partners, such as Destination Marketing Organizations (DMO).

The existing network of TDRs was maintained when the new framework for tourism marketing was initiated in 1998.

3.0 CONSULTATION PROCESS

The consultation process was mainly directed to tourism stakeholders who might be affected by a potential change along the Alberta's North and Heartland boundary, and the Alberta's South and Heartland boundary.

Letters were sent to approximately 535 affected tourism stakeholders inviting their input. These included:

- Groups and individuals who had previously expressed interest in a TDR boundary change during the 1999 TDR review, and
- Tourism stakeholders located in 'geographic corridors' along the boundaries of Alberta's North and Heartland, and Alberta's South and Heartland.

Information on the TDR Boundary Review was also posted on the TourismTogether.com website. An information sheet was made available during the province-wide Travel Alberta workshops held in April 2000. Six hundred and seventy (670) attendees participated in thirteen workshops.

Input was solicited by requesting written submissions or attending an Open House session to make a presentation. Open Houses, scheduled at industry request, were held in Athabasca on April 26, 2000 and in Brooks on April 27, 2000.

Individual responses from the consultation process were limited. The Working Group received 12 written responses and heard 17 presentations (some provided written copies of their presentations). The Alberta's North and Heartland boundary was of greater concern and generated a significant proportion of the input received. One respondent commented on both boundaries (Alberta's North/Heartland and Alberta's South/Heartland).

Although input was limited, some of the individual responses represented one or more interests and broader constituencies, such as destination marketing organizations, associations and municipalities (see chart below).

Interest	Respondents *
Municipalities	13
Tourism Operators (private, public)	11
Destination Marketing Organizations	10
Associations	5
General Public	2

* Individual responses that had multiple interests are reflected in the chart (e.g. 13 respondents represented municipal interests)

Input related to a variety of topics, such as (in no particular order):

- Geographic, historical, and/or economic identification with a region
- Product-mix and fit
- Markets and marketing
- Administrative and product-based differences between TDRs; relationships with TDRs
- Membership
- Interest in splitting TDRs, creating new TDRs, eliminating all TDRs
- TDR funding; how a boundary adjustment might affect it.

A summary of the input received is provided in Appendix 4.

4.0 RECOMMENDATIONS

4.1 Framework for Recommendations

The Working Group took the following factors into consideration during their deliberations:

- Key factors from the Terms of Reference
- *Tourism industry input* – The limited amount of input received during the consultation process in terms of responses was offset by some respondents representing multiple interests and a broad range of stakeholders.

- *The purpose for TDR boundaries* - Boundaries mean many things to many people. It is the opinion of the Working Group that TDR boundaries provide an administrative and marketing framework to integrate and coordinate regional marketing initiatives. Operators and tourism stakeholders have freedom to participate in cross marketing with any TDR or DMO in the province regardless of where they are located or membership affiliations. TDR marketing does not require any formal membership fees - participants are only required to invest into the programs. TDR boundaries should not influence how funds are allocated or distributed. Boundaries are also used as a basis for gathering market research data from Statistics Canada.
- *Stability of the tourism industry* - The tourism industry is starting to stabilize and is looking for stability. The 1999 TDR Report recommended that six regions be maintained. The Working Group did not have a mandate to consider splitting or establishing new TDRs. These interests were not considered during the Working Group's deliberations.

4.2 Alberta's North and Heartland Boundary

Findings:

1. Boundary preferences from input received indicated:
   - The Whitecourt region prefers to remain in Alberta's Heartland, based upon their marketing, partnerships, activities and image.
   - Swan Hills is not comfortable being in Alberta's North, based upon their markets and the marketing strategies of the North Central Alberta Tourism Association.
   - The Athabasca region wishes to be realigned with Alberta's North, based on geographic, historical and economic ties to northern Alberta, as well as product, markets, challenges and opportunities being more similar to the northern TDR than Alberta's Heartland.
   - Interest was mixed about the Lac La Biche, Cold Lake, Bonnyville area. There was both support for realigning the area to Alberta's North and support for retaining the area within Alberta's Heartland. Both interests indicated there was similarity of product, market image and community

liaisons for both regions. It was indicated that should a boundary change be considered for this area, then the entire Heart of the Lakeland DMO region should be realigned.

- Interest in realigning the boundary to conform to the boundaries of the Northern Alberta Development Council (NADC).
- Establishing new TDRs – splitting Alberta's Heartland into North-central and South-central regions; creating Northwest and Northeast TDRs.
- Creating an open boundary concept by eliminating all TDR and DMO boundaries.

2. A sufficient business case was not demonstrated to warrant a realignment of the Swan Hills area to Alberta's Heartland. Industry members are free to market with any TDR or DMO within or outside their respective TDR without being constrained by membership or location.

3. There is no consensus on changing the boundary within the Lac La Biche, Cold Lake, Bonnyville area. A boundary realignment for the area would split the Heart of the Lakeland DMO, creating additional problems and issues. The Board of the Heart of the Lakeland DMO supports the realignment of the entire DMO if changes are considered. The DMO extends south of Highway 16 to the eastern boundary of the Edmonton and area TDR. Adding the entire DMO would encompass several Census Subdivisions and could potentially stress the administrative resources of Alberta's North. There is also a market/geographic identification issue with having the Highway 16 corridor positioned as 'north'.

4. The NADC boundary is substantially south of the existing boundary between Alberta's North and Heartland. A realignment to the NADC boundaries would involve several Census Subdivisions. The NADC boundary includes the northern portion of the Heart of the Lakeland DMO. The DMO does not wish to be split, and supports the entire DMO being realigned, if changes are made that are detrimental to their operating viability.

5. There is strong support and consensus for realigning the Athabasca region with Alberta's North. There is product compatibility, similar image and markets with Alberta's North. The Athabasca Country Regional Tourism Committee boundaries coincide with the Athabasca County No. 12 boundaries. The Athabasca County supports a realignment. Extending the existing boundary to include this area would not create economic or financial administrative stress on either TDR and would conform to the wishes of the Athabasca area. The north-east tip of Athabasca County is situated in Alberta's North. This creates an anomaly, since the current boundary divides a Statistics Canada Census Subdivision.

6. The current Alberta's North and Heartland boundary cuts through the Municipal District (MD) of Lesser Slave River No. 24. The south-east portion of the MD is situated in Alberta's Heartland (the area west of the Athabasca County and south of the Athabasca River). This creates an anomaly, since the current TDR boundary situated here does not align to a Statistics Canada Census Subdivision. Including that portion into Alberta's North would bring the TDR boundary into alignment with the Census Subdivision.

Recommendations:

- The existing boundary between Alberta's North and Alberta's Heartland should be realigned to incorporate Athabasca County No. 12 and all of the MD of Lesser Slave River No. 124 to Alberta's North (see Appendix 5 – Recommended Boundary Change).

- Implementation of the recommended boundary change should commence April 1, 2001.

4.3 Alberta's South and Heartland Boundary

Findings:

1. Boundary preferences from input received indicated interest in:

- Moving the boundary south to include the Three Hills, Trochu, Drumheller area, and possibly as far east as Hanna, within Alberta's Heartland, based upon geographic location and community similarities.
- Maintaining the status quo for the Drumheller region, based upon product fit, image and theme, and similar markets.
- Creating an Alberta's South that includes Alberta's Southwest and Southeast by removing the Alberta's South Central area from the existing TDR, based upon administrative, geographic, product, image, marketing, and community/business liaisons.

2. A sufficient business case was not demonstrated for extending the boundary south to include the Three Hills, Trochu and Drumheller region within Alberta's Heartland. Respondents from the Drumheller region preferred to remain in Alberta's South. Incorporating only the Three Hills and Trochu area into Alberta's Heartland would require that the entire Kneehill County be realigned, since tourism data collection is based on Statistics Canada's Census Subdivisions.

3. New TDRs will not be considered. Moving Alberta's South Central to Alberta's Heartland would create a substantially larger TDR. This would create further issues, such as potential funding issues associated with administering and managing a much larger geographic region. The product offered, and market focus of the Drumheller region would be split, since there are strong product, image and market ties between the Drumheller and Dinosaur Provincial Park region. Substantive changes involving realigning several Census Subdivisions were also considered. Respondents from the Drumheller region preferred to remain in Alberta's South.

Recommendation:

- The existing boundary between Alberta's South and Alberta's Heartland should be maintained.

APPENDIX 1

Tourism Destination Region Boundary Review
Working Group Members

Tourism Destination Region Boundary Review Working Group

Working Group Chair

Ms. Marilyn Backman
Member, Strategic Tourism Marketing Council

Members

Ms. Angele Dobie
Alberta's North

Mr. Bob Lloyd
Alberta's South

Mr. Phil Pearsall
Alberta's Heartland

Mr. Rod Proudfoot
Travel Alberta

Mr. Bruce Wilson
Alberta Economic Development

APPENDIX 2

Map of Tourism Destination Regions

WOOD
BUFFALO
NATIONAL
PARK
Athabasca
Lac La Biche
Cold Lake
Whitecourt
Bonnyville
Grande Cache
Edson
3
Edmonton
ELK ISLAND NATIONAL PARK
JASPER
2
Leduc
Lloydminster
Camrose
NATIONAL
Wetaskiwin
4
Rocky Mountain House
PARK
Red Deer
Stettler
Olds
NATIONAL
Lake Louise
PARK
Drumheller
Calgary
6
KANANASKIS COUNTRY
5
Brooks
Medicine Hat
Crowsnest Pass
Fort Macleod
Lethbridge
WATERTON LAKES NATIONAL PARK
Cardston
Milk River
TRAVEL Alberta CANADA
Alberta's Tourism Destination Regions
1 Alberta's North
2 Alberta's Heartland
3 Edmonton & Area
4 Alberta's Rockies
5 Calgary & Area
6 Alberta's South
Provincial Visitor Information Centres
Produced by Alberta Economic Development

APPENDIX 3

Response to Question #2

Tourism Destination Region Review Report and Recommendations
November 12, 1999

Question #2

Are changes required to the existing TDR network? What are they?

Issues:

- Each region has unique products and services, and different target markets, resulting in a strong sense of independence for each TDR in terms of structure and operations. This can lead to duplication of marketing activities and a lack of co-ordination and communication between the TDRs.
- The TDRs do not feel part of the overall tourism marketing framework, and are lacking in information about Alberta's tourism strategies.
- There is an active lobby for boundary changes and/or increasing the number of TDRs. These comments come from some communities, as well as some Destination Marketing Organizations (DMOs).
- There is no process in place to adjust TDR boundaries.

Findings:

- The six TDRs form the basis of the existing network. While this framework is reasonable for regional marketing activities, the current lack of communication between TDRs limits marketing opportunities and collaboration within the tourism industry.
- There is no common framework for TDR Board structures and governance, although they appear to be evolving to meet the unique needs of their regions.
- Changes to the boundaries for the Heartland, South and North TDRs were recommended in the consultation process, by the Advisory Committee, and through additional written input from communities and tourism marketing organizations.

- Recommended changes to existing boundaries IF ACCEPTED must be implemented quickly to accommodate incorporation into marketing planning for next year.
- TDR boundaries are aligned with Statistics Canada census divisions and sub-divisions, which are used as the basis for generating market research and to track visitor expenditures and travel patterns in Alberta. This principle must be maintained in considering changes to existing TDR boundaries.
- There will likely be a cost to Alberta Economic Development associated with any boundary changes related to gathering market research data from Statistics Canada.

Recommendations:

1. Maintain six regions to provide stability within the industry and to allow for the successful implementation of the Strategic Tourism Marketing Plan.
2. Realign the boundaries between Alberta's North and Heartland, and Alberta's South and Heartland.
3. Immediately establish a working group chaired by the STMC to realign those boundaries in question.
4. There should be freedom for operators, communities and related tourism marketing organizations to participate in cross-marketing initiatives within or outside the TDR, without being constrained by DMO membership affiliation.
5. Develop strategies to link the TDRs to Travel Alberta marketing contractors.
6. Ensure the TDRs have access to market information and research which is cost effective, timely, consistent and portable.

APPENDIX 4

Summary of Tourism Industry Input

Tourism Destination Region (TDR) Boundary Review – Summary of Tourism Industry Input

Alberta's North/Alberta's Heartland Boundary		
COMMUNITY / ORGANIZATION	**CURRENT LOCATION**	**COMMENTS**
Town of Swan Hills	Alberta's North	• Position has not changed. Do not feel six regions are appropriate • Are not comfortable being in Alberta's North • They are a drive-to destination that fits well with North Central Alberta Tourism Association marketing strategies. The NCATA falls within Alberta's Heartland and not Alberta's North
Town of Whitecourt	Alberta's Heartland	• Discussed by joint committee of the Town, Chamber and Woodlands County • Ideally split Alberta's Heartland into north central & south central; however, prefers to remain in Alberta's Heartland • Marketing concerns of north and south Heartland are different • Being part of Alberta's North would likely have a negative impact on their marketing. They may be too far south to take advantage of the North's marketing opportunities
Whitecourt & District Chamber of Commerce	Alberta's Heartland	• Prefers to remain in Alberta's Heartland; would like to see a north central & south central Heartland • Sees no advantage to being part of Alberta's North - area does not have the same marketing image as Alberta's North • Prefers Heartland's method of distributing funds amongst the Destination Marketing Organizations (DMO) • Questions why TDR boundaries matter, since they can cross-market with any TDR. Will a boundary change affect funding or how TDRs distribute funds?
Woodlands County	Alberta's Heartland	• Prefers to remain in Alberta's Heartland
North Central Alberta Tourism Association	Alberta's Heartland	• Primary position is to split Alberta's Heartland into 2 regions along Highway 16 due to travel patterns & attracting same markets for both regions • Heartland competes within its own boundaries for the same markets – current lines not set up to effectively secure focussed partnerships • If a split is not possible, retain current administrative only boundaries. Remove all boundary lines from printed marketing materials to avoid confusion for the public & operators. Barrier & boundary free marketing concept best policy Travel Alberta implemented for operators province wide • Permit TDRs to operate & divide within themselves for marketing purposes. This should only occur with viable Tourism Marketing Organizations that commit 100% of their budget to marketing
• River House • Athabasca Country Fringe Festival	Alberta's Heartland	• Should be part of Alberta's North • Are operators. Have also been involved in Athabasca Country & are journalists specializing in northern Alberta • Common thread tying product together is that people who are seeking a northern experience are looking for adventure • Historically, Athabasca is the north. They are northern people & offer a northern experience • People involved in Alberta's North have made it successful. They have made the teamwork 'work' & have strong DMOs due to limited resources and distances

• Grand Rapids Wilderness Adventures • Athabasca Country Regional Tourism Committee (RTC) • Tourist Info Centre	Alberta's North / Alberta's Heartland	• Move boundary to include Athabasca in Alberta's North • Works with Alberta's Heartland, but has more in common with the north • Feels very comfortable working with the north • Northern Woods & Waters Route runs through the region & would be a boon to Alberta's North
• Town of Athabasca • Athabasca Country RTC	Alberta's Heartland	• Supports efforts of Athabasca Country Regional Tourism DMO to become part of Alberta's North. Third effort to become part of the TDR • Location and position makes it logical to be included in Alberta's North: 'gateway to the north', travel patterns & trading areas. Ft. McMurray is vital to their tourism industry • Have a lot in common with Alberta's North & have developed a positive working relationship with that TDR. Have been made to feel welcome
• Athabasca District Chamber of Commerce • Best Western Athabasca Inn	Alberta's Heartland	• Move boundary to include Athabasca as part of Alberta's North • Athabasca's issues, products, challenges & opportunities are far more similar to the northern TDR programs than Central Alberta. Needs to position itself properly to respond to changing market trends • Athabasca, as the 'gateway to the north' is an authentic image - have been promoting this. Changing landscape lends itself as entry to the north • Difficult to promote & partner with Heartland, when they do not offer & promote the same things • Relationships have been established. Have, & will continue to partner with Alberta's North & northern communities
• Boyle & District Chamber of Commerce • Athabasca Country RTC	Alberta's Heartland	• Should be part of Alberta's North • Have more in common with the north than Heartland – geographically, mentality, economically. Connected by transportation routes to the north • Have been welcomed by Alberta North & invited to participate in activities
County of Athabasca No. 12	Alberta's Heartland	• Move boundary to include the County as part of Alberta's North • Have more in common with Alberta's North than Heartland. Sell similar tourism experiences to similar market areas. Edmonton markets travel through the County to get to northern communities. New attractions will connect Athabasca to the north (e.g. Trans Canada Trail) • Heartland focuses on more of the Edmonton area & urban recreational pursuits • Have many economic & historical ties that bind them with the north • Have successfully partnered with Alberta's North, but cannot be a member of their Board. Any eligible funding for their area should go to Alberta's North
Individual, Athabasca	Alberta's Heartland	• Change boundaries to include Athabasca • Speaking as an individual, living in the area for 20 years • Who is Athabasca better aligned with to promote tourism marketing, product development & similarities in product? • They have wilderness. That's what they sell, what attracts people there & what they have in common with the north

Athabasca Country Regional Tourism Committee	Alberta's Heartland	• Move the boundaries to include Athabasca Country Tourism area as part of Alberta's North • Key reasons for being part of Alberta's North: ▫ Natural geography – Athabasca is the start of northern Alberta – changing landscapes; is marketed as the gateway to the north; is included within the Northern Alberta Development Council boundaries ▫ History - Athabasca area has historic ties to northern Alberta ▫ Natural marketing roads – their marketing goals are similar to northern communities. Athabasca's issues, challenges, products & opportunities are similar to northern programs than to central Alberta. Have partnered with northern communities ▫ Teamwork philosophy –Alberta North has created a family/team philosophy to cooperatively market the north. They are a part of the team • Has successfully partnered with Alberta's North. Wishes to be a voting member
Fish'N Friends, Lac La Biche	Alberta's Heartland	• Lac La Biche area should be included in Alberta's North • The Lac La Biche area has a strong similarity to Alberta's North re: market image & product compatibility • Visitors from northern Alberta come to the area • Currently operate 2 campgrounds on Beaver Lake & Siebert Lake, and run a chartered fishing service
Individual, Cold Lake	Alberta's Heartland	• North boundaries should stay as is for the benefit of all stakeholders (retain status quo) • Has a lot in common re: market image/product compatibility, and community & economic liaisons. Is similar in scope of product • There may be different beliefs about how funds are allocated • Need to stay in Heartland with Lac La Biche & Athabasca
Town of Cold Lake	Alberta's Heartland	• Promoting the area as a specific destination is effective. Town partners with Bonnyville & M.D. of Bonnyville • Prefers original position for an open boundary concept that eliminates TDR and DMO boundaries. Funds could be directly accessed from Travel Alberta & provide flexibility to partner with either region, depending upon the project & marketing requirements • If not possible, support the Town of Cold Lake & local area becoming part of Alberta's North. Appropriate funding should follow any boundary change - want same goal of accessing funds directly • Their product, market image & economic liaisons are better aligned with resources and attractions of Alberta's North • Also have product that is similar to Heart of the Lakeland (H of L) DMO. Have worked with that DMO, which has done good work. Want assurances that they can continue to work with the H of L, if there is a change • Should be able to form partnerships where there are common interests, regardless of location • Questions whether they could serve on 2 boards

Heart of the Lakeland DMO	Alberta's Heartland	• DMO Board motion – that the boundary be moved to Highway 16 to include the entire current DMO region if the Alberta's North boundary is shifted to include Lac La Biche, Bonnyville & Cold Lake and other close proximity communities • Realigning those communities with Alberta's North would be detrimental to the continued operating ability of the DMO • If Alberta's North boundaries do not include those communities, recommend Alberta's Heartland hire a pro-active marketing individual to promote TDR initiatives directly with the industry • Alberta's North is marketing their product to those communities • Those communities are important to Alberta's Heartland. Suggests communities stay their decision until new managers in place for Alberta's North & Heartland
• Town of St. Paul • St. Paul Chamber of Commerce • Heart of the Lakeland DMO	Alberta's Heartland	• Gave history of zones & regions • Should look at travel patterns, trading area, business partnerships & tourism movements – are no northern transportation routes east & west (e.g. Ft McMurray-Peace River; Fort Chipewyn-High Level)) • Should be Northeast & Northwest TDRs • Northeast communities work well together - don't want to be separated from Lac La Biche, Cold Lake, Bonnyville, etc. Would like to be reconnected with Ft. McMurray
• Heart of the Lakeland DMO • Independent Tourism Operator	Alberta's Heartland	• Are people being drawn to Alberta's North because of its success? • Alberta's North markets a high value product that generates more tourism receipts - people can afford to put more money in to do more things. Their service providers are able to maintain an administrative and marketing arm that is much more productive • Tourism spending in Heartland is less – people cannot afford to put in more money, since they make less money • "Is equal treatment of unequals equal treatment?" If TDRs do not have the same value of product & resource, are they being treated fairly by being given the same amount of funding per region? • Will the criteria for making recommendations be available?
County of Vermilion River #24	Alberta's Heartland	• Are comfortable with their TDR • Recommends no boundary changes be made for this region
Cultural Facilities & Historical Resources Division, Alberta Community Development	Various facilities in Alberta's North, Heartland & South	• Operates 6 facilities in Alberta's South, 4 in Heartland & 2 in Alberta's North. Collectively, attract over 1.5 million visitors, with an economic impact over $50 million • Communities that lie north of Highway 16 are historically tied to heritage rivers & the fur trade. Elk Point & Smoky Lake, where they have facilities, are associated with northern development. Would like the boundary to reflect this & include areas lying north of the Yellowhead Highway in Alberta's North • Are looking at partnerships with northern facilities that will create product package opportunities that will reflect communities • Edmonton is perceived by out of province visitors as the gateway to the north & to northern communities. Heartland's markets (rubber tire & mainly border provinces) may not be as concerned with the gateway region • Northern Alberta Development Council (NADC) has been a partner with Alberta's North - logical to have programs represent similar boundaries • Recommend boundary be congruent with NADC boundaries

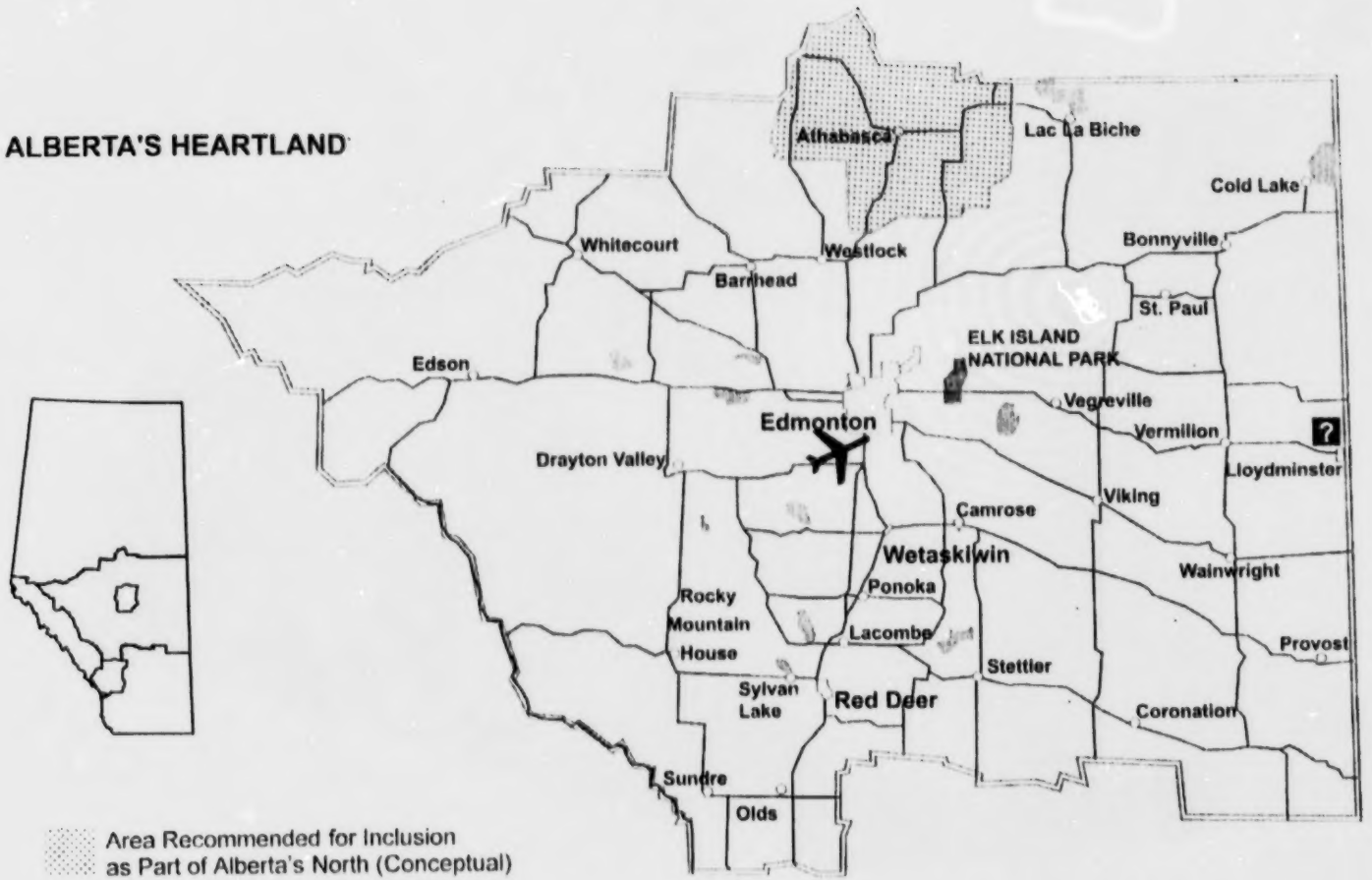
Tourism Destination Region (TDR) Boundary Review – Summary of Tourism Industry Input

Alberta's South/Alberta's Heartland Boundary		
COMMUNITY / ORGANIZATION	**CURRENT LOCATION**	**COMMENTS**
Village of Linden	Alberta's South	• Comfortable staying in Alberta's South • Do not wish to be included in Alberta's Heartland • Their market image, product compatibility, community & economic liaisons fit well with existing TDR • Alberta's South services satisfactory & compatible with their area
Rest Easy Motel, Three Hills	Alberta's South	• Move boundary to include Three Hills, Trochu, Drumheller, Hanna area as part of Alberta's Heartland • Are located in central Alberta
Town of Three Hills	Alberta's South	• Extend Alberta's Heartland boundary to include Three Hills, Trochu & Drumheller • Have very little in common with municipalities located in southern Alberta - feel they are located in central Alberta • Currently advertise in David Thompson visitors guide & is a member of the Red Deer Visitors & Convention Bureau
Canadian Badlands Passion Play Society, Drumheller	Alberta's South	• Remain in Alberta's South • Welcomes the TDR report recommendation that encourages cross-marketing; will allow flexibility & more effective partnering
Regional marketing consortium of: • Royal Tyrrell Museum • Town of Drumheller • Starland County • Drumheller Regional Chamber of Development & Tourism	Alberta's South	• Existing boundaries should remain unchanged • This region has very little in common with Alberta's Heartland • Has different marketing focus & theme – their theme "badlands & prairies' fits better with Alberta's South. Has a broader market focus - visitors split between Albertans & out of province/country • Heartland's primary source of visitors from within the province & known as 'cottage country' • Consortium has worked successfully with Alberta's South & has a good working relationship with TDR & southern communities • Participates in marketing activities with a number of partners • Will move about ¼ of Alberta's South product base if Drumheller relocates. Historically, creation of 6 regions based on similarity in size
Big Country Tourist Association	Alberta's South	• Would be a significant shift in product base. Would there be a shift in marketing & administrative funds if the boundary changes? • Have worked hard with other DMOs in Alberta's South to make the TDR operational • One year operating plan places constraints on ability to do long range planning - cannot effectively market & creates impression of not effectively working together • Adequate support within existing framework has not been given. If boundaries change, then start back at square one. If they had support, they could really contribute to grassroots tourism in Southern Alberta

Dinosaur Provincial Park, Alberta Environment	Alberta's South	• Preference is that Dinosaur Provincial Park and Drumheller remain in Alberta's South • Is a strong relationship between the Park, the Tyrrell Museum & the Drumheller area. Are many ties that bind the two areas in terms of market image & product compatibility - land & river activities, attractions. Similar markets visit both areas • Close partnerships have been established - want this to continue • Advantageous if both areas are in the same TDR • Dealing with more 'organizational bodies' requires more energy to establish & maintain relationships Look at existing boundaries – will a boundary change solve the problems, or can the problems be overcome by working together? • Does not know their position if Drumheller was to be realigned (e.g. would they move with Drumheller?). Would still be advantages for the Park to stay in Alberta's South
Chinook Country Tourist Association	Alberta's South	• Should be a more refined & defined boundary for Alberta's South • Establish a 'new, true' Alberta South, which includes the 2 DMOs of Chinook Country (Southwest Alberta) & Tourism Medicine Hat (Southeast Alberta) • A refined Alberta South offers many positive & practical reasons for change – improved administrative, marketing & Board functions; more defined geographic area; concentrated product & attraction similarity; stronger community/business liaisons; opportunity to develop new marketing initiatives & improved market image of Alberta South • Present market image portrays an Alberta "south' to be north of Calgary, due to existing boundaries – creates a misleading market image for the consumer
Cultural Facilities & Historical Resources Division, Alberta Community Development	Various facilities in Alberta's North, Heartland and South	• Favours retaining existing boundaries • Their southern Alberta facilities benefit from their association with private sector partnerships in Alberta's South

APPENDIX 5

Recommended Boundary Change Map


ALBERTA'S HEARTLAND
Athabasca
Lac La Biche
Cold Lake
Whitecourt
Westlock
Bonnyville
Barrhead
St. Paul
ELK ISLAND
NATIONAL PARK
Edson
Vegreville
Edmonton
Vermilion
?
Drayton Valley
Lloydminster
Viking
Camrose
Wetaskiwin
Wainwright
Ponoka
Rocky
Mountain
House
Lacombe
Provost
Stettler
Sylvan
Lake
Red Deer
Coronation
Sundre
Olds
Area Recommended for Inclusion
as Part of Alberta's North (Conceptual)